

PERSONNEL

PROFESSIONAL MILITARY EDUCATION

This instruction identifies responsibilities for managing officer, enlisted, and civilian Professional Military Education (PME) for the total force. It describes resident and nonresident programs as well as attendance, eligibility, selection, and removal criteria. It also provides procedures for international officers in PME programs. This instruction implements AFD 36-23, *Military Education* and interfaces with AFD 36-13, *Civilian Supervisory, Management and Leadership Development*.

SUMMARY OF CHANGES:

Section B incorporates the requirement that officers must be pinned on to the rank of lieutenant colonel (not frocked) before attending senior service school. It expands the window of opportunity for attendance. Additionally, it implements the multi-year scheduling of ops-deferred officers. Section C incorporates MSgt attendance to the Air Force Senior NCO Academy (AFSNCOA) and summarizes the eligibility criteria for resident and nonresident EPME programs. It also outlines the rules for declining attendance to the NCO Academy and AFSNCOA and for attendance while serving on a short tour. There are three new attachments: a list of all PME Institutions available to Air Force Officers (Atch 2), a brief description of each fellowship available to Air Force officers (Atch 3), and primary PME credit for those officers from sister Services who have transferred to the Air Force (Atch 4).

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Section A--Responsibilities

1. Professional Military Education (PME) is that portion of military education that: (1) Provides the nation with military personnel skilled in the employment of aerospace power in the conduct of war and [small scale contingencies](#) (e.g., peacekeeping, humanitarian assistance); (2) Provides Air Force personnel with the skills and knowledge to make sound decisions in progressively more demanding leadership positions within the national security environment; and (3) Develops strategic thinkers and warfighters.

2. Responsibilities: Specific responsibilities follow, but all organizations will encourage personnel to take advantage of the educational opportunities provided by resident and nonresident PME.

2.1. Headquarters USAF, Deputy Chief of Staff, Personnel (HQ USAF/DP), 1040 Air Force Pentagon, Washington DC 20330-1040.

2.1.1. Responsible for policy oversight and advocacy of Air Force PME programs.

2.2. Headquarters USAF, Directorate of Personnel Force Development (HQ USAF/DPD), 1040 Air Force Pentagon, Washington DC 20330-1040.

2.2.1. Provides policy guidance, participates in programming funds, and oversees PME programs.

2.2.2. Determines annual Air Force PME requirements; establishes attendance quotas at Air Force and non-Air Force schools; determines non-Air Force participation in Air Force PME programs.

2.2.3. Allocates Air Force active-duty in-residence quotas to Headquarters Air Force Personnel Center (HQ AFPC) and other Air Force agencies; allocates Air Force Reserve quotas to Headquarters US Air Force Reserve (USAF/RE); allocates Air National Guard quotas to Headquarters Air National Guard Readiness Center (HQ ANGRC/MPTEE); allocates civilian quotas to Civilian Education and Training (AF/DPDEC).

2.2.4. Allocates non-Air Force Officer PME (OPME) quotas to the other Services, the Deputy Under Secretary of the Air Force for International Affairs (SAF/IA), and appropriate non-Air Force agencies.

2.2.5. Serves as the Air Force point of contact (POC) for joint PME issues.

2.2.6. Administers Air Force-level Enlisted PME (EPME) Awards Program.

2.3. Air Force Colonel Matters Office (AFCMO), 1040 Air Force Pentagon, Washington DC 20330-1040.

2.3.1. Implements Air Force policy on PME eligibility, selection, and removal for active duty line colonels and colonel selects.

2.3.2. Ensures line colonels and colonel selects who have potential to be in key leadership positions, are selected to attend resident Senior Service School (SSS). Of those selected, ensures all officers from the line candidates are designated to attend in residence.

2.3.3. Responsible for the line colonel and colonel select portion of the yearly SSS selection/designation board to include working with AFPC to staff the results through AF/DP for approval and release to the field.

2.3.4. Ensures the management level of each colonel and colonel select line candidate is given the opportunity to release the candidate for consideration by the line SSS selection/designation board. If a colonel or colonel select is not made available during his/her individual final year of eligibility, AFCMO will prepare a letter that states the officer was recommended for SSS attendance but was not made available to attend in the final year of eligibility. The letter will be permanently filed in the officer's HQ USAF selection folder and a copy sent to the servicing MAJCOM for permanent inclusion in the officer's command selection folder.

2.3.5. Approves colonels and colonel selects for the following items: individual declinations, requests for operational deferment, requests for humanitarian deferment, and removal from the candidate/select list (as specified in section 3.5 of this instruction).

2.4. Headquarters Air Force Personnel Center Commander (HQ AFPC/CC), 550 C Street West, Suite 32, Randolph AFB TX 78150-4734.

2.4.1. Implements Air Force policy on PME eligibility, selection, and removal for active duty line lieutenant colonels, majors, and captains. For eligibility waiver authority, see paragraph 3.3.2.

2.4.2. Convenes the annual Intermediate Service School (ISS) and SSS competitive central selection/designation board for active duty officers in conjunction with AFCMO. Determines school assignments for selected active duty officers below the grade of colonel or colonel select.

2.4.3. Ensures officers who have potential to be in key leadership positions, are selected to attend resident PME schools. Ensures all officers from the pool of selected school candidates are designated to attend resident ISS and SSS schools. Eligible majors and major selects may be nominated by their management level to compete for ISS consideration; eligible lieutenant colonels and lieutenant colonel selects may be nominated by their management level to compete for SSS consideration. See Table 1 for rank requirements to attend PME schools.

2.4.4. Approves ISS selection lists; forwards SSS selection lists in concert with AFCMO to HQ USAF/DP for approval; publishes approved ISS and SSS selection lists.

2.4.5. Approves or disapproves individual declinations and requests for mission-essential and humanitarian removal from school lists for lieutenant colonels and below. If an officer is in his or her last year of eligibility and cannot attend ISS/SSS because of mission or humanitarian reasons, AFPC/DPAPE will prepare a letter stating the officer was selected for ISS/SSS but not made available to attend in his or her final year of eligibility. This letter is permanently filed in the officers HQ USAF selection folder and a copy sent to the servicing MAJCOM for permanent inclusion in the officer's command selection folder.

2.4.6. Distributes Squadron Officer School (SOS) officer and civilian quotas to major commands (MAJCOMs) and other agencies. Unfilled quotas will be filled by the appropriate MAJCOM.

2.4.7. Determines if officers attending SOS in conjunction with a PCS move will attend TDY en-route or TDY-and-return following PCS sign-in, based on cost analysis and concurrence of the gaining commander.

2.4.8. Schedules newly commissioned officers for the Aerospace Basic Course (ABC).

2.4.9. Designates candidates to attend the Senior NCO Academy (SNCOA) and other equivalent non-Air Force schools.

2.4.10. Determines quota distribution for Noncommissioned Officer Academies (NCOA) based on geographic location of the eligible population.

2.5. Office of the Air Force Reserve (HQ USAF/RE, 1150 Air Force, Pentagon, Washington DC 20330-1150); and the **Air National Guard Readiness Center** (ANGRC/MPTEE, 3500 Fetchet Ave, Andrews AFB MD 20762-5157).

2.5.1. Establishes eligibility criteria (and selection criteria for Air Force Reserve and Air National Guard personnel who attend in residence) for all PME programs (see Section 3, paragraph 3.3.4., of this instruction). Establishes nonresident course application procedures through the Extension Course Institute (ECI). Effective 1 Feb 00, ECI is now the AF Institute of Advanced Learning (AFIADL).

2.5.2. Convenes Central School Selection Boards to designate Reserve and Guard officers and senior NCOs (ANG only) for resident PME based upon the whole-person concept.

2.5.3. Publishes the resident school selection lists for Air Force Reserve and Air National Guard personnel.

2.6. Headquarters Air Education and Training Command (AETC).

2.6.1. Executes Air Staff policy regarding PME.

2.6.2. Allocates CONUS NCOA quotas to the MAJCOMs/FOAs/DRUs for their distribution.

2.7. Air University (AU).

2.7.1. Develops, conducts, and evaluates PME resident and nonresident programs in accordance with the Air Force Instructional System Development (ISD) process [ISD guidance is provided in AFM 36-2235, *Instructional System Development*; AFH 36-2235 (Volume 10), *Information for Designers of Instructional Systems - Education*; and AFH 36-2236, *Handbook for Air Force Instructors*]; conducts other professional development courses for selected Air National Guard/Air Force Reserve personnel.

2.7.2. Maintains faculties, staff, and facilities for resident and nonresident OPME programs and the College for Enlisted Professional Military Education (CEPME); programs funds for PME programs.

2.7.3. Advises the Office on Educational Credit of the American Council on Education of all modifications to USAF PME programs to assist them in recommending academic credit for USAF PME programs.

2.7.4. Ensures applicable AU schools meet Joint Professional Military Education (JPME) requirements as outlined in CJCSI 1800.01, *Officer Professional Military Education Policy (OPMEP)*.

2.7.5. Publishes eligibility, enrollment, academic, and graduation criteria for resident and nonresident programs for each level of PME in AU and AFIADL catalogs, Air Force Education and Training Course Announcements (ETCA), <http://hq2af.keesler.af.mil/etca.htm> that replaced AFCAT 36-2223.

2.7.6. Recommends to HQ USAF/DPDE the level of PME credit awarded to students for equivalent/comparable PME course work completed at other institutions to include other Service and allied schools. This applies only to Officer PME. See paragraph 4.1.2 for EPME. (Note: AF non-resident PME completion is required prior to receiving credit for completion of sister or other non-resident PME).

2.7.6.1. A PME program is considered equivalent to an Air Force PME program when its curriculum, in terms of educational level, content, and academic rigor, is the same as or very similar to the PME program to which it is being compared. For example, comparing respective sister service schools.

2.7.6.2. Another military school program may be considered comparable, but not equivalent, if the curriculum meets the educational level, academic rigor, and most major content areas, but not all the key content of the AF PME program. For example, a program comparable to Air War College (AWC) may be similar in most areas, but lacking in one or more of the major subject areas (military history/strategy; leadership and ethics; future conflict studies, international security studies, joint/coalition force employment, or electives).

2.7.6.3. The term “academic rigor” in the above definitions relates to a variety of curriculum and instructional issues. To ensure a relatively consistent application of standards of academic rigor in equivalency/comparability evaluations, AU focuses on several categories, such as the

instructional program, faculty, students, and curriculum content. Attachment 6 provides a set of categories used by AU for equivalency/comparability evaluations.

2.7.7. Ensures students meet resident eligibility requirements. Periodically conducts recertification reviews of allied (international) PME programs in accordance with the Air Force policy on recertification of international PME programs (Atch 5).

2.7.8. Ensures through the College for Enlisted Professional Military Education (CEPME) that all EPME schools adhere to the USAF Enlisted Professional Military Education Procedural Guidance, published by the Educational Programs Cadre, CEPME, to ensure program effectiveness and standardization throughout the Air Force.

2.7.8.1. CEPME is responsible for the development of Enlisted PME curriculum and program procedures; evaluation and survey requirements and analysis; faculty development, training and managing curriculum requirements in accordance with the Instructional System Development (ISD) Process.

2.7.8.2. CEPME develops and maintains the USAF EPME Procedural Guidance. This publication applies to all schools implementing the EPME curricula. It is published under the authority of this instruction and prescribes policies and procedures for the management of Air Force EPME programs.

2.7.9. Ensures nonresident programs mirror resident programs to the extent practical.

2.7.10. Provides administrative support to nonresident enrollees to include counseling on AU and individual school policy.

2.7.11. Processes course material, examinations, and course completion data for nonresident PME programs; inputs PME completion data for military and civilians in the respective Personnel Data System (PDS); maintains student records and transcript data; issues diplomas and transcripts; publishes AFIADL catalogs. AU Registrar is responsible for officer PME PDS updates. AU Registrar corrects invalid, missing, or erroneously updated officer PME information; updates foreign, joint, fellows, and other Service school officer PME (CADRE/EDEOP, Maxwell AFB, Gunter Annex, AL 36118-5643). However, for AWC only; Guard and Reserve officers must submit verification to their servicing points credit branch in order to receive point credit. HQ AFPC is responsible for enlisted PME PDS updates. AFPC corrects invalid, missing, or erroneously updated enlisted PME information (HQ AFPC/DPPAT, 550 C. St. West, Suite 10, Randolph AFB, TX 78150-4712).

2.7.12. Provides EPME entry, graduate, and load data for ALS, NCOA, and AFSNCOA.

2.7.13. Ensures CEPME controlled NCOAs have the required personnel, facilities, equipment, and resources necessary for operation; and ensures the support for NCOAs is documented in support agreements.

2.8. MAJCOM, Direct Reporting Unit (DRU), and Field Operating Agency (FOA) Commanders.

2.8.1. Provide availability of colonel and colonel select SSS candidates when tasked by AFCMO. For those candidates released to meet the selection/designation board, the management level will provide a recommendation as to which school the candidate should attend.

2.8.2. Nominate eligible civilians for OPME in priority sequence by functional community.

2.8.3. Account for and forward all ISS/SSS central selection board nominations to AFPC/DPAPE.

2.8.3. Select active duty Air Force line officers for attendance to SOS.

2.8.4. Approve and publish selection lists and lists of alternates for SOS. May delegate approval authority to subordinate units.

2.8.5. Fill their assigned SOS quotas.

2.8.6. Approve and disapprove requests for mission essential or humanitarian removal from SOS. (When removal would result in expiration of officer's eligibility, MAJCOM/DPs will send waiver requests to HQ AFPC/DPAPE.) MAJCOM/DPs approve SOS total active federal commissioned service (TAFCS) waivers for SOS attendance for those exceeding their SOS eligibility window.

2.8.6.1. Forward all nomination packages and rank order listings of civilian nominees to the Air Force Personnel Center (AFPC/DPKOX), 555E Street West, Suite 1, Randolph AFB TX 78150-4530, for further review and prioritization by career program training and development panels.

2.8.7. Remove officers identified on SOS selection lists for the reasons listed below; recommend removal of officers identified on ISS/SSS selection lists for the reasons listed below (forward recommendations to AFCMO for colonels and colonel selects; HQ AFPC/CC for lieutenant colonels and majors):

- If departure would have an adverse mission impact (removal, when granted, will be without prejudice)
- When an individual's duty performance declines to an unacceptable level
- When individual establishes a voluntary date of separation or decline regular or indefinite reserve status
- When individual fails to maintain body fat and aerobic standards as prescribed in AFI 40-502, *The Weight and Body Fat Management Program (WBFMP)*

2.8.8. Ensure bases operating Airman Leadership Schools (ALSs) or non-CEPME controlled NCOAs have the required personnel, facilities, equipment, and resources necessary for operation; and ensure the support for NCOAs is documented in support agreements.

2.8.8.1. The AFSNCOA and NCOA Commandants and ALS Flight Chiefs will follow operating procedures set forth in the Enlisted PME Procedural Guidance published by CEPME.

2.8.8.2. The assignment of additional duties for EPME faculty/staff should be tempered with AFSNCOA, NCOA, and ALS program requirement for uninterrupted academic instruction and student support activities. Faculty/staff and students should be considered unavailable for additional duties and/or exercise participation (as if TDY away from home station) throughout the course from start date to graduation. These duties do not include “schoolhouse” related additional duties or functions.

2.8.9. Coordinate with HQ AFPC/DPPAT on any plans to increase or decrease annual NCOA production capability.

2.8.10. Project and coordinate annual NCOA training requirements with HQ AFPC/DPPAT.

2.8.11. Build and manage NCOA quota requirements in the Air Force Training Management System (AFTMS).

2.8.12. Ensure mission support squadrons enter individual names against established TLNs in AFTMS for NCOAs so they show in the AFTMS no later than 45 calendar days before the class start date.

2.8.13. Give priority consideration for ALS attendance to eligible airmen going PCS to non-ALS locations.

2.9. Mission Support Squadron Commanders (MSS/CC).

2.9.1. Notify individuals of selection and date of school attendance and immediately notify HQ AFPC/DPAPE (officers) and MAJCOM/FOA/DRU (enlisted) of those members who are unable or ineligible to attend.

2.9.2. Ensure, in conjunction with an individual's commander, each PME attendee meets AFI-40-502, *The Weight and Body Fat Management Program* (WBFMP), and Air Force Education and Training Course Announcements (ETCA), requirements before departing for school.

2.9.2.1. **FOR EPME ATTENDANCE:** Students attending EPME will hand-carry a memorandum from the unit commander (or designated representative) to the Commandant or Flight Chief, stating the member was weighed prior to departing and certifying the member was within weight standards. Students not within weight standards must have certification that they are within the Air Force body fat standards. Members will be administered these measurements no earlier than 30 and not later than 10 calendar days prior to their projected departure date. Students taking leave en route to EPME are responsible for maintaining their weight and body fat standards. For students attending EPME without the letter certifying weight standards were met, see AFI 40-502, *The Weight and Body Fat Management Program*, para.3, note on pages 9, 10.

2.9.2.2. MSS confirms selectees in the Training Management System (TMS) at least 45 days prior to class start date and verify personnel selected to attend EPME meet all eligibility requirements. They also provide school brochures, orders, and reporting instructions to selectees.

2.9.3. Provide the Chief, Airman PME Flight, at least two copies of a monthly listing that reflects, by unit of assignment, eligibles for ALS.

2.9.4. Send the appropriate school a copy of the student's TDY order and a record review list on each student no later than 30 days before the NCOA class start date.

2.9.5. Manage and administer PME nonresident programs with base education services representatives.

2.9.6. Provide a copy of application instructions and nomination formats to all interested DoD civilians and forward nomination packages to the appropriate MAJCOM.

2.9.7. Comply with local management development and training committee requirements when processing Air Force civilian applications for PME.

2.9.8. For NCOA: Enter individual names against established TLNs so they show in the AFTMS no later than 45 calendar days before the class start date.

2.9.8. Maintain a list of eligible personnel who are available to respond on a short notice basis to fill vacated NCOA quotas. Keep the list current until 48 hours prior to class start date.

2.10. Individuals.

2.10.1. Maintain weight and body fat standards in accordance with AFI 40-502. Individuals in Phase I of the Weight and Body Fat Management Program (WBFMP) are not eligible to attend PME. Those members not meeting Air Force body fat standards during in-processing other than for in-residence PME requiring a PCS move will be returned to their home station at the parent unit's expense. The normal provisions of AFI 40-502 apply in cases where in-residence PME students who have completed a PCS move do not meet body fat standards.

2.10.2. Identify medical, mission-related, or personal hardship circumstances that may require deferment or student change action. Process deferment requests in accordance with ETCA and local procedures. Officers designated for PME attendance who are released or deferred for humanitarian or hardship conditions as provided in AFI 36-2110, *Assignments*, will be released without prejudice. For information concerning removal with prejudice, see paragraph 3.5. Enlisted personnel designated for ALS attendance will be delayed for humanitarian or hardship conditions without prejudice upon approval of the individual's commander. Approval authority for NCOA attendance for similar reasons will be Wing Commander or equivalent. MAJCOM/CC/CVs will approve delay of requests for SNCOA attendance. In all cases, however, resident attendance remains mandatory for enlisted personnel (see Section C, paragraph 4.2, of this instruction).

2.10.3. Initiate action to obtain a Top Secret, SCI, or Secret security clearance, as appropriate, before attending a resident officer PME course. See ETCA for the applicable security clearance required (applies to US military and US civilians only).

Section B--Officer Professional Military Education

3. Resident/Nonresident Programs.

3.1. Architecture. The Air Force OPME Program is central to a Continuum of Education (COE) that spans an officer's professional career. Beyond pre-commissioning education, which constitutes the first level of the COE, there are four subsequent levels of PME: Initial level being the Aerospace Basic Course, Primary level the Squadron Officer School, Intermediate (represented by the Air Command and Staff College), and Senior (represented by the Air War College). The Air University Catalog and ETCA provide additional details on these PME programs.

3.1.1. Air Force officers and civilians may also participate in other Service, joint, DoD, and non-DoD (international and civilian) PME equivalent programs, such as the Air Force Fellowships. For details on joint programs, see CJCSI 1800.01. For a list of PME equivalent programs, see Attachment 2. For a list of primary PME courses for which sister Service officers who transfer to the Air Force can receive SOS credit, see attachment 4. Other Services, US Government agencies, and foreign countries participate in Air Force PME programs (see paragraph 3.7. below).

3.2. Attendance. The Air Force Personnel Plan states that "ideally, all officers will attend PME in residence." Limited resources, however, restrict residence ISS and SSS attendance to the "best qualified." Nonresident programs are available to all eligible officers and civilians.

3.2.1. Completing nonresident PME programs will not affect eligibility for resident PME programs.

3.3. Eligibility and Prerequisites.

3.3.1. Active Duty.

3.3.1.1. Colonels and colonel selects: To be eligible to attend SSS in residence, colonels and colonel selects must be selected as a SSS candidate. Lieutenant colonels are considered for SSS candidacy at the same time they are considered for promotion to colonel. SSS candidacy is determined at the conclusion of the promotion board. If an officer is selected for promotion to colonel below-the-zone and has not attended SSS in residence, the officer will automatically become a candidate. An officer promoted to colonel in the zone, who has at least one below-the-zone promotion (either to major or lieutenant colonel), or who is in the top 30% of those selected and has not attended SSS in-residence, is also selected as a SSS candidate. Once designated as a candidate, an officer remains eligible to go to school through the twenty-third year of commissioned service. In other words, the officer must enter school prior to reaching 23

years of total commissioned service. When candidates compete on the selection/designation board, the rules in Table 1 apply.

3.3.1.2. Lieutenant colonels and lieutenant colonel selects: To be eligible to attend SSS in-residence, lieutenant colonels and lieutenant colonel selects must be selected as a SSS candidate or be nominated by their management level (ML) as a non-candidate to compete at the annual HQ AFPC SSS Central Board. SSS candidacy is determined at the lieutenant colonel promotion board. Once designated as a candidate, the officer can compete for SSS annually until no longer eligible. A candidate is no longer eligible if he/she cannot go to school prior to 23 years of commissioned service or if he/she is not selected for colonel.

3.3.1.3. Majors and major selects: To be eligible to attend ISS in-residence, majors and major selects must be selected as an ISS candidate or be nominated by their management level (ML) as a non-candidate to compete at the annual HQ AFPC ISS Central Board. ISS candidacy is determined at the major promotion board. Once designated as a candidate, the officer can compete for ISS annually until no longer eligible. Candidates are no longer eligible once they are in their primary zone for lieutenant colonel. The eligibility window for majors and major selects is at least 3 years (i.e., an officer can get a minimum of three looks for ISS). See Table 1.

3.3.1.4. Captains and captain selects: The officer must have more than 4 years of commissioned service but not more than 7 years TAFCS, (i.e., 6 years, 11 months, and 30 days of TAFCS) at start of SOS class. The eligibility window is 3 years before graduation.

3.3.1.5. Preference Statement: Lieutenant colonel, lieutenant colonel select, major, and major select PME candidates may show their preference for resident PME schools on AF Form 3849, *PME/AFIT/RTFB/Job Worksheet*. These forms are used to communicate volunteer status or assignment desires and recommendations to the respective selection board or assignment team. Refer to AFI 36-2611, *Officer Professional Development Guide*, for instructions on completing AF Form 3849. Colonels and colonel selects must consult their MAJCOM senior officer management office for guidance on submitting preferences. AFCMO does not solicit input directly from the candidate; all inputs come directly from the officer's Management Level.

3.3.2. Eligibility waiver authority: Waiver authority for resident ISS and SSS rests with HQ AFPC/CC for lieutenant colonels and below and AFCMO for colonel selects and colonels. Waiver authority for SOS TAFCS requirement outside the seven-year window rests with MAJCOM/DPs. Waiver authority for SOS TAFCS less than four years rests with AF/DPDE. Waiver authority for nonresident PME schools rests with HQ AU.

3.3.3. Intervening service between ISS/SSS residence attendance: To be eligible to attend ISS/SSS officers will have had at least 3 years of intervening service since their last PCS education assignment (e.g., ACSC, AFIT, etc.) on date of class entry. Officers will also have enough retainability to serve at least 3 years following school attendance in order to satisfy the resulting active duty service commitment.

Table 1					
Active Duty Officer and DoD Civilian PME Eligibility Criteria					
School	Mil Grade	Civ Grade	TAFCS	Service Commitment	Time On Station
ABC	Second Lieutenants	GS-7	Less than 12 months	None	N/A
SOS	Captain (must be pinned-on Captain to attend)	GS-9/12	More than 4 to not more than 7 years TAFCS at class start	1 Year	N/A
ISS	Major ¹ or Major Select (Major selects can attend)	GS-11 ² GS-12 & 13	When selected to Major	3 Years	1 Year as of projected departure date (except in last year of eligibility)
SSS	Lt Col ³ Sel thru Col ⁴ (must be pinned-on Lt Col to attend)	GS/GM-13 ⁵ GS/GM 14 & 15	Less than 23 Yrs. At graduation	3 Years	1 Year as of projected departure date (except in last year of eligibility)

1. Until considered In-the-Promotion-Zone for lieutenant colonel.

2. For nonresident courses only.

3. Until considered In-the-Promotion-Zone for colonel.

4. For colonels, resident attendance requires at least one Below-the-Promotion-Zone selection.

5. For nonresident courses only.

3.3.4. Air Force Reserve/Air National Guard. An ANG officer is eligible for a resident PME school if the officer has the proper grade and falls within the eligibility criteria as shown in Table 2. Air Force Reserve (USAFR) officers in pay category A or B are eligible to apply for resident PME provided they meet eligibility criteria outlined in Table 2 and are not deferred as defined in 10 U.S.C. 8368(a). Air Force Reserve Technicians (ARTs) may attend in either military or civilian status. Waiver authority for resident ISS and SSS eligibility criteria rests with HQ USAF/REP and ANGRC/MPT.

Table 2			
Air Force Reserve/Air National Guard Resident Officer PME Eligibility Criteria			
School	Grade	TYCS: USAFR ^{1,2} /ANG	Service Commitment
ABC	Second Lieutenants	Less than 2 Years	1 Year
SOS	Captain	Less than 11/11 Years	1 Year
ISS	Major or Major Select ³	Less than 18/16 Years	3 Years
SSS	Lt Col or Colonel ³	Less than 26/25 Years	3 Years

1. Chaplain, legal and health profession officers who apply for SSS or ISS are allowed to exceed the maximum TFCS by the number of years of constructive service credited. Minimum retainability is still required.

2. Air Reserve Technician (ART) eligibility will be stated in the remarks section of AF Form 1941.

3. Major select (ISS) and Lt Col select (SSS) may apply if promotion pin-on occurs by the first day of school.

3.3.5. Civilian attendees must have an educational background equal to military attendees. A bachelor's degree is the minimum for officer PME programs. AFPD 36-13 provides guidance on management and leadership development of the civilian workforce to include in-resident PME programs.

3.3.6. All non-Air Force attendees must meet the eligibility criteria of their Air Force (military and civilian) counterparts unless excepted elsewhere in this instruction.

3.4. Selection.

3.4.1. Senior Service School: For lieutenant colonels and lieutenant colonel selects, an annual central selection board is convened at AFPC to select active duty officers for in-residence SSS. The board will use the officer selection record, Air Force Form 3849, and the officer personnel brief to select officers for attendance. Once candidates are selected for attendance, the board will use the MAJCOM recommendation, in addition to the PME selection folder and the personnel brief, to designate selects for a particular school. For colonels and colonel selects, an annual designation board to select a particular school is convened for those candidates released by their management level. The board will review the officer's personnel record, personnel brief, and MAJCOM recommendation.

3.4.2. Intermediate Service School: An annual central selection board is convened to select active duty majors and major selects for in-residence ISS. The board will consider each officer nominated by their management level. The board will use the officer selection record, Air Force Form 3849, and the officer personnel brief to select officers for attendance. Once officers are selected for attendance, the board will use Air Force Form 3849 and the officer selection record to designate officers to a particular school.

3.4.1. For the Air Force Reserve, refer to AFMAN 36-8001; for ANG, refer to ANGM 36-2301.

3.5. Removal With Prejudice.

3.5.1. Active Duty.

3.5.1.1. Individual Declinations: Officers designated to attend PME can decline, but do so with prejudice. The officer shall be counseled by his/her commander and shall submit the declination in writing, with the commander's counseling statement attached, to either HQ AFPC/DPA or AFCMO, as appropriate. The declination letter and counseling statement will be retained through the officer's eligibility at the next grade (Table 3), with the exception of colonels and colonel selects. Declination statements on colonels and colonel selects will be retained until the officer is selected for brigadier general. The declination will also be entered on the officer's PME Single Unit Retrievable Format (SURF). Declination letters will be removed from the PME selection folder and the PME SURF code will be deleted after the declination period has passed.

3.5.1.2. For Intermediate Service School and Senior Service School, officers who are delayed or removed from PME selection lists for mission essential, humanitarian, or other non prejudicial reasons will be scheduled for attendance in the second or subsequent year following the deferral, provided the school selection board reviews and validates the proposed action and agrees. Officers will attend the school to which they were previously designated. However, officers who were designated but did not attend SSS as a lieutenant colonel and are then designated as a colonel or colonel select, might not necessary attend the SSS they were designated for as a lieutenant colonel. The board will designate officers in this situation to the school that best fits for the Air Force, and the officer as a colonel.

3.5.1.3. Removal for cause: When a request from the management level to remove an officer from a PME selection list is approved, the officer will be permanently removed from the candidate list and will no longer be eligible for PME in-residence during his/her current window of eligibility.

PME Declinations			
SOS	ISS	SSS/Lt Col	SSS/Col
Mbr declines SOS, Ltr on file thru ISS eligibility	Mbr declines ISS, Ltr on file thru ISS eligibility	Mbr declines SSS as Lt Col, Ltr on file thru SSS as Lt Col	Ltr on file until officer is selected for Brig Gen

3.5.2. Air National Guard/Air Force Reserve. For the Air Force Reserve, refer to AFMAN 36-8001; for ANG, refer to ANGM 36-2301.

3.6. Nonresident Programs. The purpose of OPME nonresident programs is to provide individuals who have not completed resident PME an opportunity to complete it via correspondence, seminar, or other approved method. To the extent reasonably possible, OPME nonresident programs mirror the resident school curriculum. See AU and ECI catalogs for course descriptions, eligibility criteria, and graduation requirements. HQ AU is the waiver authority for all nonresident eligibility and completion restrictions and limitations.

3.6.1. Air Force policy stresses taking the right PME at the right time and at the right grade. The nonresident sequence is SOS, ACSC, then AWC. Officers can enroll in the nonresident program as a captain or captain select for SOS, major or major select for ACSC, lieutenant colonel or lieutenant colonel select for AWC, or as a colonel or colonel select for AWC.

3.6.2. With the exception of those officers selected to attend another Service's PME school in residence, foreign PME schools in residence, or other resident PME programs (Air Force Fellowships), Air Force officers must complete the appropriate Air Force PME course before enrolling in another Service's nonresident program. (See atch. 2&3)

3.7. International Applicants.

3.7.1. Before attending a resident PME school, all international officers (IO) must attend the International Officer School (IOS) preparatory course at the Ira C. Eaker College for Professional Development, Maxwell AFB AL. IOS is designed to increase the officer's ability to communicate and participate in the PME schools and to familiarize the international officer with US culture and the US Air Force. See ETCA (<http://hq2af.keesler.af.mil/etca.htm>) and AU Catalog for details. Approximately 96 IOs attend SOS, 80 attend ACSC, and 40 attend AWC annually. The applicant's military or civilian grade must be equivalent to the following US Air Force grades:

- AWC - lieutenant colonel selectee to colonel (GS/GM-14 & 15). Note: Must be at least a pinned-on lieutenant colonel to attend.
- ACSC - major selectee to major (GS - 12 & 13).
- SOS - captain (GS-9/12). Note: Must be pinned-on captain to attend.

3.7.2. International applicants for nonresident PME programs must be military members or civilian employees of the military department of a country or international organization eligible for Foreign Military Sales (FMS) training program sponsorship (see ETCA).

3.7.3. A US military officer or US civilian employee in the country, or with the organization concerned, must accept responsibility to monitor student progress and to serve as a contact between AU and the student. Applicants must be proficient in the English language to complete the program successfully.

3.7.4. International applicants should send application for enrollment to the in-country US representative who will sponsor the applicant and verify, in writing, that they have met the criteria in paragraphs 3.7.1., 3.7.2., and 3.7.3. A letter must accompany the application from the applicant's government, agreeing to the enrollment and identifying an existing FMS publications case against which charges may be applied. If no publications case exists, the letter will cite the date of request to Air Force Materiel Command (AFMC), AFSAC/CV, 1822 Van Patton Drive, Wright-Patterson AFB OH 45433-5337, to establish a case.

3.7.5. The US sponsor endorsing the application must send it to Air Force Security Assistance Training Squadron, Training Support (AFSAT), 2021 First Street West, Randolph AFB TX 78150-4302. AFSAT will advise the sponsor if disapproved. If approved, AFSAT will send the requirement to AFSAC/CV to apply charges against the applicable FMS publications case. AFSAC/CV will notify AU to enroll the applicant in the proper program and forward course materials. All course materials will be transmitted through US channels to and from AU and the US sponsor in the country and organization.

3.7.6. International officers and civilians applying for a nonresident seminar program must send their application to the local MSS Base Education Services Officer (BESO). The BESO will verify, in writing, that the criteria in paragraphs 3.7.1., 3.7.2, and 3.7.3. are met. The applicant's government must provide a letter agreeing to enrollment and identify an existing FMS training case against which charges may be applied. If no blanket order training case exists, the letter will cite the date of a request to the AFSAT to establish a case. The BESO will endorse the application and send it to AFSAT, who will advise the BESO if an application is disapproved. If approved, AFSAT will apply charges against the applicable FMS training case and notify AU to enroll the applicant in the proper program after case implementation.

3.8. ISS/SSS Credit. Officers will receive ISS/SSS resident credit following graduation from ISS/SSS schools or equivalent programs as designated by AF/DPDE, provided they were selected as ISS/SSS candidates by the central promotion board or nominated by the management level and designated for attendance by the central school selection board. Officers serving on school faculties will receive faculty credit. Waiver authority rests with AF/DPD.

Section C--Enlisted Professional Military Education

4. Resident and Nonresident Programs

4.1. Architecture. The Air Force EPME program consists of the ALS, the NCOA, and the AFSNCOA--all of which prepare Air Force enlisted members for positions of greater responsibility.

4.1.1. USAF EPME Procedural Guidance provides specific program management information for Enlisted PME.

4.1.2. Senior NCOs who complete the US Army Sergeants Major Academy, the US Navy Senior Enlisted Academy, or the Coast Guard Chief Petty Officer Academy receive credit for completing SNCOA-level EPME. Graduates from each level of resident EPME (including other Service senior-level academies) earn the PME Graduate Ribbon.

4.1.2.1. Eligible students with pending PCS assignments must have a minimum of 60 days remaining at current duty location after graduation date for out-processing requirements. They will only be selected for attendance to the ALS or NCOA if training is needed to fulfill obligation prior to overseas short tour notification or SSgt/MSgt promotion.

4.2. Attendance. For active duty members, resident ALS completion is required to assume the rank of staff sergeant; resident NCOA completion is required to assume the rank of master sergeant; resident AFSNCOA or resident equivalent (as noted in paragraph 4.1.2) completion is required to assume the rank of chief master sergeant. **EXCEPTION:** Premier Band members (members assigned to USAF Bands at Bolling AFB DC and Peterson AFB CO) are not considered during the regular Air Force promotion testing cycle and are therefore exempt from EPME completion prior to assuming MSgt and CMSgt. TSgt/MSgt and SMSgt/CMSgt may attend NCOA and SNCOA, respectively, as a result of their promotion selection. For Air Force Reserve and Air National Guard members, SNCOA completion is required for promotion to

Senior Master Sergeant. Reserve and Guard members may complete PME promotion requirements by correspondence, residence, or any other approved method. AFI 36-2502, *Promotion of Airmen*, Table 4-1, contains PME requirements for Air Force Reserve enlisted personnel. Completion of EPME by correspondence does not preclude selection to attend a comparable or lower level resident PME.

4.3. Eligibility and Prerequisites.

4.3.1. Active Duty. See ETCA, AU Catalog, ECI Catalog and Table 4 and 5 for eligibility requirements.

Table 4 Resident Enlisted School Eligibility Criteria			
School	Grade	Time in Service	Service Commitment
ALS	SrA	48 Months (1)	1 Year
NCOA	SSgt (ARC only) (2)	96 Months	1 Year
NCOA	TSgt or selectee	N/A	1 Year
AFSNCOA	SMSgt or selectee and selected MSgts	N/A	1 Year

1. Except for members who reenlist or receive a promotion line number

2. ARC = Air Reserve Component (Air National Guard and Air Force Reserve)

4.3.2. Air Reserve Component. See Tables 4 and 5 and ECI Catalog for eligibility criteria. In addition, follow applicable ANG and USAFR directives in sending ANG and USAFR applications through the individual's unit training office for resident EPME. Base Individual Mobilization Augmentation Advisors send Individual Mobilization Augmentee, AFRES enlisted candidate, and statutory tour applications to HQ ARPC/DRMP, 6760 East Irvington Place, 3200, Denver Co 80280-3200, through the member's gaining MAJCOM Reserve Affairs Office. USAFR NCOs may attend resident PME schools in Air Reserve Technician status. ARC members may send staff and technical sergeants to the NCOA and master and senior master sergeants to the AFSNCOA. Non-resident courses are available for ANG and USAFR members to satisfy their career/promotion requirements.

Table 5			
Nonresident Enlisted School Eligibility Criteria			
School	Grade	Time in Service	Service Commitment
ALS	SrA(ARC Only)	48 Months	N/A
NCOA	TSgt or selectee (ARC Only)	N/A	N/A
SNCOA	MSgt selectee or higher	N/A	N/A

4.4. Selection. Resident Attendance Requirements (declinations, retainability, deferments).

4.4.1. Declinations. Active duty: Eligible members may decline attendance to the NCOA and the AFSNCOA. Members who decline are ineligible for promotion, reenlistment, and extension of enlistment. NCOs will separate on the date of separation (DOS) or expiration term of service (ETS) specified in their current contract (and extensions thereto), whichever is later.

4.4.1.1. Members will decline NCOA and AFSNCOA by signing the following statement: “I refuse to attend mandatory resident professional military education. I understand refusal renders me ineligible for promotion and reenlistment, and I will retire (if eligible) or separate on the DOS or ETS specified in my current enlistment, whichever is later.”

4.4.2. Members whose current enlistment contract enables them to obtain 18, but less than 20, years of service are ineligible for promotion or reenlistment but may remain on active duty until the first day of the month following retirement eligibility.

4.4.3. Members are still eligible for reassignment if there is sufficient retainability to the DOS.

4.4.4. Personnel serving overseas tours of 15 months or less will be deferred from Senior NCO Academy attendance until tour completion. Members serving 16 months or longer may attend the AFSNCOA from the overseas assignment if they have at least one year remaining in the overseas area upon graduation and meet all other eligibility criteria. HQ AFPC/DPPAT may waive this requirement to 120 days remaining in the overseas area on graduation, if the unit commander and MAJCOM approve. Select ALS eligible airmen to attend ALS in priority status if they are projected for an assignment to a location not serviced with an ALS program.

4.4.5. There is no Air Force provision for eligible members to decline attendance to ALS. Once eligible members are selected, attendance is mandatory.

4.5. Nonresident Programs. The purpose of EPME nonresident programs is to enhance an individual’s professional development with a challenging course study appropriate to their grade and experience through distance learning courses. CEPME/EPC is the OPR for all EPME distance learning programs. The ECI Catalog is the definitive guidance for distance learning programs and can be found on the ECI Homepage:

<http://www.au.af.mil/au/oas/eci/eciproto.htm> Note: Effective 1 July 1994, active duty personnel are no longer eligible to enroll in the nonresident ALS and NCOA.

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DONALD L. PETERSON, Lt General, USAF
DCS/Personnel

Glossary of Abbreviations

AFI 36-2301 Attachment 1

ABC--Aerospace Basic Course
ACSC--Air Command and Staff College
AFIADL--AF Institute of Advanced Distance Learning
AFPC--Air Force Personnel Center
ALS--Airman Leadership School
ANG--Air National Guard
ANGRC--Air National Guard Readiness Center
ARPC--Air Reserve Personnel Center
AU--Air University
AWC--Air War College
BESO--Base Education Services Officer
CADRE--College for Aerospace Doctrine, Research and Education
CCAF-- Community College of the Air Force
CEPME--College for Enlisted Professional Military Education
CONUS--Continental US
CSSB--Central School Selection Board
DoD-- Department of Defense
DRU--Direct Reporting Unit
ECI--Extension Course Institute
EPME--Enlisted Professional Military Education
FMS--Foreign Military Sales
FOA--Field Operating Agency
IO--International Officer
IOS--International Officer School
ISS--Intermediate Service School
JPME--Joint Professional Military Education
MAJCOM--Major Command
NCOA-- Noncommissioned Officer Academy
OPME--Officer Professional Military Education
OPMEP--Officer Professional Military Education Policy, CJCSI 1800.01
OPR--Office of Primary Responsibility
PCS--Permanent Change of Station
PME--Professional Military Education
POC--Point of Contact
AFSNCOA--Air Force Senior Noncommissioned Officer Academy
SNCOA--Senior Noncommissioned Officer Academy
SNCOA Course 5--SNCOA Nonresident CD ROM Version
SNCOA Course 8--SNCOA Nonresident Paper Based Version
SOS--Squadron Officer School
SSS--Senior Service School
SURF--Single Unit Retrievable Format
TAFCS--Total Active Federal Commissioned Service

TAG--The Adjutant General
TDY--Temporary Duty
TMS--Training Management System
TYCS--Total Years Commissioned Service
USAFR--US Air Force Reserve
WMP—Weight Management Program

PME Institutions

AFI 36-2301 Attachment 2

Senior Service Schools and Equivalents (Academic Year 99-00 and beyond)

Most institutions have a summer to spring academic year (i.e., Aug-Jun) except as indicated. Language is English except as noted. Quotas are yearly except as indicated.

- Air War College, Maxwell AFB, AL
- National War College, Ft McNair, Wash DC
- Industrial College of the Armed Forces, Ft McNair, Wash DC
- Army War College, Carlisle, PA
- Navy War College, Newport, RI
- Marine War College, Quantico, VA
- Air Force Fellowships, various locations (see Atch 3 for listing and brief description)
- Argentine National Defense School Senior Course, Buenos Aires, Argentina (Spanish language required). Quota every 4th year; Mar-Dec 03 academic year (must be a colonel)
- Army Advanced Operational Studies Fellow, Ft. Leavenworth, KS
- Australian Defense College, Canberra, Australia. Quota every even year; Jan-Dec academic year (must be a colonel)
- Chilean Air Force Air War College, Santiago, Chile (Spanish language required). Quota every odd year: Jan99-Dec 00. Note: 2 year school, plus 1 year follow-on with school staff
- French Defense College, Paris, FR (French language required)
- George C. Marshall European Center for Security Studies, Garmisch-Partenkirchen, Germany
- India National Defense College, New Delhi, India (must be a colonel). Quota every 4th year: Jan 02-Nov 02
- Inter-American Defense College, Ft McNair, Wash DC (Spanish language required)
- Japanese National Institute for Defense Studies, Tokyo, Japan (Japanese language required)
- NATO Defense College, Rome, Italy Six-month school: Aug-Feb, Feb-Jul
- Pakistan National Defense College, Rawalpindi, Pakistan (must be a colonel) Quota every 4th year: Aug 01
- Royal College of Defense Studies, London, UK (must be a colonel)

Intermediate Service Schools and Equivalents (Academic Year 99-00 and beyond)

Most institutions have a summer to spring academic year (i.e., Aug-Jun) except as indicated. Language is English except as noted. Quotas are yearly except as indicated.

- Air Command and Staff College, Maxwell AFB, AL
- Army Command and General Staff College, Ft Leavenworth, KS
- Marine Corps Command and Staff College, Quantico, VA
- Navy Command and Staff College, Newport, RI
- Air Force Legislative Fellowships, Capitol Hill, Wash DC (Jan-Dec academic year)
- Argentine Air Command and Staff College, Buenos Aires, Argentina (Spanish language required). Jan-Dec academic year
- Belgian Command & Staff College, Brussels, Belgium (French language required) Odd years
- Belgian Command & Staff College, Brussels, Belgium (Dutch language required) Every 4th year: 00, 04 etc
- Brazil Air Force Command & Staff College, Rio De Janeiro, Brazil (Portuguese language required). Quota every even year; Jan-Dec academic year. Two year follow-on
- Canadian Forces Command and Staff College, Toronto, Canada. Two year follow-on
- German Armed Forces Staff College, Hamburg, Germany (German language required). Twenty-five month program
- India Defense Services Staff College, Wellington, India. Quota even years
- Korea Command and Staff College (Korean language required) Quota odd years: Jan-Dec academic year
- Peruvian Air Command and Staff College (Spanish language required) No established quota: Jan-Dec academic year
- Royal Air Force Staff College, Bracknell, UK. Two year follow on
- Royal Australian Air Force Staff College, Canberra, Australia. Quota odd years: Jan-Dec academic year
- Spanish Air Command and Staff College, Madrid, Spain (Spanish language required)
- US Army School of the Americas, Ft Benning, GA (Spanish language required). Jan-Dec academic year
- Venezuelan Air Force Command and Staff College, Caracas, Venezuela (Spanish language required)

Air Force Fellowship (AFF) Programs (Academic Year 99-00 and beyond)

AFI 36-2301 Attachment 3

The Air Force assigns a small number of carefully chosen, experienced officers to serve one-year tours at distinguished civilian institutions and think tanks studying national security policy and strategy. These programs are equivalent Senior Service School PME in-residence options for eligible officers, except for the Legislative Fellows program which is Intermediate Service School. There are four programs sponsored by HQ USAF: The Air Force National Defense Fellows (NDF) Program, National Security Fellows (NSF), the RAND Fellows Program, and Legislative Fellows. In addition, Air Force officers might also serve as Secretary of Defense (SecDef) Fellows. Note: lieutenant colonel-selects are eligible for all SSS equivalent fellowships, but **must** be pinned-on by the class start date. A list of all AF Fellows programs is contained below. A more detailed description of each fellowship follows the listing.

National Defense Fellows (SSS)

Atlantic Council	Washington, DC
Air Force Special Operations Fellowship	Naval Postgraduate School, Monterey, CA
Arms Control, Disarmament, and International Security (ACDIS)	Univ. Illinois, Champaign, IL
Center for Public Policy Education (CPPE)	Brookings Institute, Washington, DC (must be a colonel)
Center for Strategic and International Studies (CSIS)	Washington, DC
Centre for International Relations (QCIR)	Queens Univ., Kingston, Canada
Congressional Research Service (CRS)	Library of Congress, Washington, DC
Department of International Relations	Florida International Univ., Miami, FL
Fletcher School of Law and Diplomacy	Tufts Univ., Medford, MA
Hoover Institute on War, Revolution & Peace	Stanford Univ., CA
School of International Affairs and Development	Clark Atlanta University, Atlanta, GA
Institute for Defense Analyses (IDA)	Arlington, VA
Institute for National Security Studies (INSS)	USAF, CO
Institute for Study of Diplomacy (ISD)	Georgetown Univ., Washington, DC
Institute for the Study of Conflict, Ideology, and Policy	Boston Univ., MA
Mershon Center	Ohio State Univ., Columbus, OH
Olin Institute	Harvard Univ., Boston, MA
Program on Information Resources (PIRP)	Harvard Univ., Boston, MA
Ridgway Center	Univ. of Pittsburgh, PA
School of International Studies (SIS)	Univ. of Miami, FL
Security Studies Program (SSP)	Mass Institute of Technology, Boston, MA
Senior Seminar, Dept of State	Washington, DC (must be a colonel)
Washington Institute for Near East Policy (WINEP)	Washington, DC
Weatherhead Center for International Affairs (WCFIA)	Harvard Univ., Boston, MA (must be a colonel)

National Security Fellows (SSS)

JFK School of Government	Harvard Univ., Boston, MA
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RAND Fellows (SSS)

Project AIR FORCE, RAND Corporation	Santa Monica, CA
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Secretary of Defense Fellows (SSS)

Secretary of Defense Fellowships	Fortune 500 corporation will change on annual basis (CONUS)
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Legislative Fellows (ISS)

Capital Hill Fellowship Program	Georgetown Univ., Washington, DC
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National Defense Fellows (SSS)

The National Defense Fellows (NDF) Program selects approximately 23 colonel, colonel selects, lieutenant colonel, or lieutenant colonel selects each year to study at major universities and Washington DC think tanks. This program is administered under the auspices of Headquarters Air Education and Training Command (HQ AETC), Director of Education (Air University), and sponsored by the Deputy Chief of Staff, Plans and Programs, (AF/XP) at HQ USAF.

- Atlantic Council of the United States, Washington, DC, is a bipartisan, nonprofit organization which has close working relations with comparable groups in both European and Pacific nations. The USAF National Defense Fellow (NDF) is one of seven Senior Fellows from government, labor, and private industry. The NDF becomes engaged in major programs designed to evaluate and recommend policies to improve the adequacy of intergovernmental organizations; address problems in the economic, political, and security fields; and improve the conduct of US foreign policy. The NDF is exposed to a wide range of political, economic, security, and informational problems and multilateral methods of resolution. The NDF participates in several projects that require research, program management, and seminar participation.
- Air Force Special Operations Fellowship, Special Operations and Low Intensity Conflict, Naval Postgraduate School, Monterey, CA, provides a member of the special operations community the opportunity for study and analysis of special interest to the Air Force Special Operations Command (AFSOC) and Special Operations Command (SOCOM). The AF Fellow centers on issues and challenges of immediate concern to AFSOC and SOCOM. Of special interest for this fellowship is a program of study in the areas of political violence, irregular warfare, and the role of special operations forces in US foreign and defense policy. The fellowship is designed to reflect the rapidly changing nature of the international conflict environment, which is increasingly characterized by the proliferation of locally driven communal and political wars.
- The Program in Arms Control, Disarmament, and International Security (ACDIS), University of Illinois, Champaign, IL, has four principal goals: foster interdisciplinary and multi-

disciplinary research in the area of arms control, disarmament, and international and regional security; aid teaching in these areas at the undergraduate and professional levels; sponsor seminars and visits by national leaders from the academic, governmental, military, and civilian defense sectors; and enhance the democratic process through informed discussion and debate.

- Center for Public Policy Education (CPPE), Brookings Institution, Washington, DC, is a private nonprofit organization devoted to research, education, and publication on important issues of domestic and foreign policy. Brookings functions as an independent analyst and critic, publishing its research findings for public dissemination. AF Fellows are normally designated a Federal Executive Fellow with Brookings Center for Public Policy Education. They participate in the development and conduct of high-level conferences, seminars, and programs for senior government and business executives covering a wide spectrum of major policy issues. The NDF is immersed in the Foreign Policy Studies program and has full access to the large multi-disciplinary research resources of the institution.
- Political Military Studies, Center for Strategic and International Studies (CSIS), Washington, DC, is an independent institution for public policy research in foreign and national security affairs. Its mission is to advance the understanding of emerging world issues in the areas of international security, economics, politics, and government. Since its establishment in 1962, CSIS has become one of the country's largest multi-discipline think tanks for strategic and international issues. It provides research and sponsors conferences for members of Congress, other senior US government officials, private sector leaders and their staffs. The AF Fellow is instrumental in providing CSIS with Service specific expertise for its U.S. foreign policy and national security programs and spearheading the organization's activities designed to promote airpower within the Washington, DC, policy community.
- Centre for International Relations (QCIR), Queens University, Ontario, Canada, was established in 1975 as an interdisciplinary research institution with a mandate to conduct research on strategic studies and other aspects of international relations. It draws on the expertise and energies of Queen's faculty members who come from a variety of disciplines, including political science, law, business, public administration, economics, and history. In addition to the AF Fellow, QCIR hosts three other Visiting Defence Fellows (VDFs) from the Federal Republic of Germany, the Canadian Forces, and the US Army. AF Fellows are exposed to a variety of international relations aspects with emphasis on US-Canadian, NATO, Russian, and Central/Eastern European (CEE) security and defense issues, in addition to Asia-Pacific or Middle East issues.
- Foreign Affairs and National Defense Division, Congressional Research Service (CRS), Library of Congress, Washington, DC, works exclusively and directly for the members and committees of Congress in support of their legislative, oversight, and representational functions. Its analyses and information services are required to be timely, objective, nonpartisan, and confidential. Many CRS general distribution products do, however, find audiences throughout the government and public. CRS offices are located within the Library of Congress on Capitol Hill. Analysts within the Foreign Affairs and National Defense

Division conduct research, write reports, lead seminars, and consult with congressional staff and members on the range of national security issues currently confronting the nation. During his year with CRS, the AF Fellow is expected to represent CRS within the Congress and the national security community while adding a current, accurate, and personal understanding of defense issues to the debate. AF Fellows will be expected to author reports and memoranda for Congress, as well as answer specific requests of members of Congress on certain national defense issues.

- Department of International Relations, Florida International University, Miami, FL, has a focus on security and regional studies. Special interest and experience in Latin American/Caribbean issues are highlighted, although other regions, e.g., the former Soviet Union and Africa, also receive significant attention at Florida International University.
- International Security Studies Program (ISSP), the Fletcher School of Law and Diplomacy, Tufts University, Medford, MA, is the oldest graduate school of diplomacy in the US. The International Security Studies Program (ISSP) addresses the full spectrum of security issues, including studies of international alliances, especially NATO, treaties, military balance, defense strategy, low intensity conflict, and Soviet affairs. AF Fellows are fully involved in planning and conducting ISSP courses, seminars, conferences, and oral history programs. AF Fellows traditionally organize and conduct a crisis management exercise for graduate students and faculty, simulating decision-making processes by civil-military leadership.
- Hoover Institution on War, Revolution, and Peace, Stanford University, Stanford, CA, is one of the nation's most prestigious centers for advanced study in domestic and international affairs. Through its programs in International Studies, Domestic Studies, and National Security Affairs, distinguished economists, political scientists, sociologists, educators, historians, and security experts publish analyses of current public policy and results of basic research. AF Fellows at Hoover provide a "real (defense) world" military perspective for resident/visiting scholars and Stanford graduate students pursuing security-related studies in such areas as Soviet foreign policy, East Asia prospects, US involvement in Africa, US military strategy, and impacts of arms control agreements.
- Joint Advanced Warfighting Program (JAWP), Institute for Defense Analyses (IDA), Alexandria, VA, is a private, nonprofit, Federally-Funded Research and Development Center whose primary mission is to assist the Office of the Secretary of Defense, the Joint Staff, the unified commands and defense agencies in addressing important national security issues particularly those requiring scientific and technical expertise. The Joint Advanced Warfighting Program (JAWP) is a new activity within IDA. The two AFFs assist in identifying and assessing key technologies and concepts to implement DoD's conceptual framework for future US military operations (i.e., Joint Vision 2010). JAWP is staffed by civilians and military officers with expertise in joint warfare, advanced technologies, systems, the analysis of military operations, simulation, and advanced operational concepts. The JAWP staff reaches out to the Military Departments and joint organizations for promising concepts underwriting JV-2010; finds and evaluates enabling technologies; and helps design joint experiments to develop, test, and refine the concepts.

- Institute for National Security Studies (INSS), United States Air Force Academy, USAF Academy, CO, promotes national security research for the Department of Defense within the military academic community and supports the Air Force national security education program. INSS coordinates and focuses outside thinking in various disciplines and across services to develop new ideas for USAF planning and policy making. Research areas include arms control and counterproliferation, regional policy issues, revolution in military affairs, information warfare, environmental security, and space policy. In cooperation with eight DoD organizations including AF/XONP (Policy Division of the Nuclear and Counterproliferation Directorate) and OSD Office of Net Assessment, INSS develops an annual research agenda to assist agencies supporting the Air Staff and other DoD organizations. The NDF works with the staff of INSS and interacts with the academic/military departments at the USAFA. Research, analysis, and speaking opportunities center on contemporary challenges and US national military issues.
- School of Foreign Service (SFS), Institute for the Study of Diplomacy (ISD), Georgetown University, Washington, DC, is the oldest school of international affairs in the United States and the largest of its type in the world. The Institute for the Study of Diplomacy is the school's primary window on the world of the foreign affairs practitioner. ISD studies the practitioner's craft: how diplomats and other foreign affairs professionals succeed and the lessons to be learned from their successes and failures. Institute programs focus on the foreign policy process, how decisions are made and implemented. The School of Foreign Service and the Institute for the Study of Diplomacy provide a distinguished forum for Air Force Fellows to interact with eminent faculty members and graduate students preparing for careers in government or Foreign Service.
- Institute for the Study of Conflict, Ideology, and Policy, Boston University, Boston, MA, was chartered in 1988 to focus on conflict-prone societies in crisis, particularly Russia and the other post-Soviet republics. Working as an integral member of the Institute's research team, AF Fellows have an excellent opportunity to participate in all university activities and interact with faculty and graduate students. The Institute addresses the full spectrum of security issues, including studies of international alliances, treaties, military balance, defense strategy, low intensity conflict, and Soviet/post-Soviet affairs. The primary research effort is the continued development of a current on-line database concerning the institutions and personalities in the post-Soviet states and Eastern Europe, with the AF Fellow focusing on current military events, institutions and doctrines, and their potential impact on US security policy. AF Fellows also play a key role in organizing the biannual crisis management simulation exercises sponsored by the Institute and in arranging guest speakers for the Institute's Distinguished Speakers Program.
- Mershon Center, Ohio State University, Columbus, OH, was established to conduct collaborative, interdisciplinary research and related educational activities on national security, construed broadly to include such problems as democratization, economic development, political culture and conflict prevention and resolution. Unlike many other academic institutions, the Mershon Center has an interest in policy, but attempts to critique and build

alternate conceptual foundations for policy rather than conduct day-to-day policy analyses. Current projects examine the implications of multiple loyalties for foreign policy, the lessons of the end of the Cold War, counterfactual argumentation in history and international relations, prediction and the Middle East peace process, and research methods for the study of national security.

- John M. Olin Institute for Strategic Studies, Weatherhead Center for International Affairs (WCFA), Harvard University, Cambridge, MA, purpose is (1) to conduct basic research on crucial topics of security and strategy, with a view to illuminating the security problems facing the US and its allies, and (2) to educate and prepare young scholars interested in national security and strategy for positions in universities, research institutions, and the government. The activities of the Institute include ongoing research projects on East Asian security, the future of war, inter-civilizational politics in the post-Cold War world, and the US Military in Post-Cold War American Society.
- Program on Information Resources Policy (PIRP), Harvard University, Cambridge, MA, explores changes and develops options in communications and information resources. In partnership with information stakeholders and technical experts, PIRP assesses policy implications of developments in information technologies for international, national, public, and private organizations. PIRP's perspective is that information must be treated like a resource and expenditures on information services can be a superior substitute for expenditures on traditional resources. The program publishes studies and the resultant research is organized into four areas: postal, media, international, and communications (computing and communications). AF Fellows normally receive appointments as Adjunct Fellows of the Center for Science and International Affairs (CSIA), a permanent research center of Harvard's John F. Kennedy School of Government.
- Matthew B. Ridgway Center, Ridgway Center for International Security Studies, University of Pittsburgh, Pittsburgh, PA, focuses on research, education, training, and outreach regarding security challenges facing the United States and the international community. Specifically, the Ridgway Center addresses four types of challenges: 1) the emergence of transnational criminal organizations; 2) the proliferation of weapons of mass destruction and their components; 3) regional conflicts; and 4) threats to national and global information infrastructures. The Ridgway Center's Air Force Fellow conducts independent research in one of these four areas and can expect to teach graduate, undergraduate, and AFROTC courses in international security, monitor similar courses taught by the Graduate School of Public and International Affairs, and participate in community outreach programs such as those sponsored by the World Affairs Council of Pittsburgh.
- School of International Studies (SIS), University of Miami, Coral Gables, FL, provides an opportunity for a program of study and research in the areas of international relations, foreign, and defense policy. The AF Fellow focuses on Latin American affairs including economic, social, political, and diplomatic relationships. SIS also focuses on ethnic conflict and the development of a new international relations theory.

- Security Studies Program (SSP), Massachusetts Institute of Technology (MIT), Cambridge, MA, is a graduate research institution whose focus is in international affairs and comparative studies that will contribute to both a basic understanding and possible solution to some of the long-term problems which confront today's decision makers. The emphasis at SSP is strategy, technology, and bureaucratic political issues to include among others: international security issues, nuclear weapons and arms control policy, defense environmental problems, and the impact of casualties on US foreign policy. The program's prime task is educating those young men and women who will be the next generation of scholars and practitioners in international security policy making.
- Senior Seminar, Foreign Service Institute, National Foreign Affairs Training Center, Arlington, VA, provides the fellows an outstanding opportunity to enhance their leadership and executive skills in preparation for top-level assignments abroad and in the United States. The officer will develop an appreciation of the role of the different foreign affairs agencies and the Congress, seeking to improve overall understanding, cooperation, and coordination. Through an understanding of domestic priorities and values, the AF Fellow will comprehend the drafting of national security policy.
- Washington Institute for Near East Policy (WINEP), Washington, DC, is a prestigious institute centering on research and analysis of Middle East issues and security policy challenges. Experience, operational and/or academic, in Middle East studies will assist the individual in this institute's programs. A significant strength of this institute rests with the direct interaction between the NDF and Middle East policy makers and analysts. The center is well placed in the network of leading Middle East scholars and diplomats.
- Weatherhead Center for International Affairs (WCFA), Harvard University, Cambridge, MA, provides a multidisciplinary environment for policy-relevant research on international issues that is both academically rigorous and tied to contemporary problems. The Weatherhead Center is structured to encourage the highest practical level of personal and intellectual interaction around a diverse community of scholars and practitioners. The Weatherhead Center sponsors a wide array of seminars, research programs, workshops, and conferences. These activities not only encourage interaction among resident affiliates but also serve to involve a wide variety of scholars, government officials, representatives of the private sector, and others from around the world. Air Force Fellows may have many opportunities to articulate defense policy and capability through contributions to these activities, both in the Weatherhead Center and in other university forums. The fruits of Weatherhead Center research are made available to the public policy community through books, articles, reports, seminars, and lectures, as well as through the personal participation of Weatherhead Center members in policy planning and decision making in governments and institutions outside the university. The Weatherhead Center for International Affairs is an integral component of Harvard University's Faculty of Arts and Sciences.
- The Clark Atlanta University is recognized as a Historically Black College/University and Minority Institution (HBCU/MI). The Clark Atlanta University would offer an Air Force Fellow/National Defense Fellow (AFF/NDF) a unique opportunity to interact with eminent

external resource professionals, proactive faculty, and graduate students with demonstrated interests in economic development in China, Central and South America, and the western and southern countries of Africa. The university's activities and scholars would complement the NDF's experience through periodic meetings and regular seminars with Foreign Service, government, and private sector resource professionals. The Clark Atlanta University offers a Masters of International Affairs, a Doctorate in Political Science, and a Doctorate in Administration and Social Policy. The NDF would act as adjunct faculty and participate in instructing, research, analysis, and speaking opportunities centered on contemporary challenges and US national military issues.

Air Force Fellowship (AFF) Programs (Academic Year 99-00 and beyond)

Institute for Defense Analysis (IDA), Strategy, Forces and Resources Division (SF&RD), Washington DC performs inter-disciplinary studies and analyses of national security strategy, the structure and capabilities of US and foreign forces, and defense infrastructure. In support of this work the division develops analytical methodologies, quantitative models, and simulations. Areas emphasized in SF & RD's current research portfolio include: preparation for the 2001 Quadrennial Defense Review; politico-military assessments pertaining to countries of the FSU and East Asia; international armaments cooperation and interoperability; skill-technology interaction in determining military force effectiveness; counter-proliferation of WMD; chemical and biological defense of military forces and civilian populations; and training and readiness of US Forces. The mission of IDA is to assist the Office of the Secretary of Defense (OSD), the Joint Staff, the Unified Commands, and Defense Agencies in addressing important national security issues, particularly those requiring scientific and technical expertise. The Institute operates two Federally Funded Research and Development Centers (FFRDC) for the Department of Defense - one focusing on studies and analyses, the other on communications and computing.

The Brookings Institution, Foreign Policy Studies Program, Washington DC functions as an independent analyst and critic, committed to publishing its findings for the information of the public. In its conferences and activities, it serves as a bridge between scholarship and public policy, bringing new knowledge to the attention of decision makers and affording scholars a better insight into public policy issues. The Institution traces its beginnings to 1916 with the founding of the Institute for Government Research, the first private organization devoted to public policy issues at the national level. The AF Fellows are normally designated Federal Executive Fellows and are fully included in the Foreign Policy Studies program and have full access to the large multi-disciplinary research resources of the institution. They participate in the development and conduct of high-level conferences, seminars, and programs for senior government and business executives covering a wide spectrum of major policy issues.

National Security Fellows (SSS)

Three lieutenant colonels and/or lieutenant colonel-selects are named to the National Security Fellows Program at the John F. Kennedy School of Government, Harvard University Cambridge,

MA. The selection criteria and program requirements are identical to the National Defense Program. This program provides the fellows an outstanding opportunity to research, write, and speak on issues of immediate or ongoing concern of the Air Force and the nation. The officer will develop an enhanced perspective of the wide range of issues encompassed by the broader spectrum of the national security arena. While intellectual enrichment is the fundamental purpose of the program, the officer's position offers an excellent environment to represent the Air Force and DoD before well-known scholars, foreign dignitaries, and leading policy analysts. The AF Fellow serves as a liaison between the Air Force and the civilian defense and national security academic communities.

RAND Fellows (SSS)

The RAND Fellowship Program selects several officers each year. Officers must be lieutenant colonels or lieutenant colonel-selects. Each officer has a point of contact on the Air Staff to work specific issues. Officers selected for RAND Fellowships employ advanced research techniques while working on USAF sponsored research. The program provides an important crossflow of information between the USAF and a major research institution. A HQ USAF Deputy Chief of Staff sponsors each officer. The general areas of interest and sponsoring DCS requirements include:

- AF/XOI: Strong background in intelligence analysis, applications, and/or training. Recent operational Intel experience is usually desirable. A Masters of Arts degree in a subject related to intelligence (area studies for example) is required. A second language is desirable.
- AF/DP: Candidate must have manpower/personnel experience and technical/analytical capabilities. An MA or MS is required.
- AF/XO: Candidates must be rated officers with strong operational backgrounds. The officer must be capable of conducting serious research and possess a graduate degree.
- AF/IL: Candidates must have a graduate degree; an emphasis in logistics management is preferred. The officer must have a broad knowledge of logistics with previous assignments at base level and within AFMC.
- AF/SG: Candidates must have an MS in political science, international relations, economics, history or other related fields; have a strong record, significant operations and staff experience, and interest in international defense policy issues. The candidate must have a broad working knowledge of the various aspects of healthcare management with previous experience at MAJCOM, NAF, Air Staff, or Health Affairs desirable.

Secretary of Defense Fellows (SSS)

- The Secretary of Defense (SecDef) selects several lieutenant colonels and lieutenant colonel-selects. They work directly for the Secretary of Defense, the Secretary of the Air Force and the Chief of Staff of the Air Force. The SecDef Fellowships focus on how changes in information and related technologies influence American society and business in ways that affect the culture and operation of the Department of Defense over the near and mid-term. Recent AF Fellows have spent a year at Lockheed Martin, Northrop Grumman, DirecTV, Sarnoff Labs, and McDonnell Douglas.

Legislative Fellowships (ISS)

The Air Force Legislative (LEGIS) Fellowship Program, Capital Hill Fellowship Program, Georgetown University, Washington, DC, selects several officers annually. Officers must be majors or major-selects and ISS PME candidates. SAF/LL and Georgetown University conduct this program. LEGIS Fellows receive instruction and hands-on experience on Capitol Hill through education and development activities consisting of an intensive orientation of Congress and a full time assignment to the staff of a member or committee of Congress in Washington, DC. Additionally, periodic seminars are conducted throughout the fellowship year. The Fellowship program provides an outstanding opportunity to develop a comprehensive knowledge of the legislative process and how defense issues interface with this process, along with the background to author legislation and develop research for potential issues of immediate or ongoing concern to the Air Force and the nation.

Primary PME Credit

AFI 36-2301 Attachment 4

Officers from sister Services who have transferred into the Air Force will be granted credit for primary PME (SOS equivalent) if they have completed an advanced career course or primary PME course offered by their previous service. Only the following sister Service courses taken qualify for primary PME credit:

Army

- US Army Officer Advanced Courses: Adjutant General, Air Defense Artillery, Finance, Chaplain, Armor, Infantry, Judge Advocate, Quartermaster, Signal, Transportation, and Engineer
- AMEDD Officer Advanced Course
- Combined Arms & Services Staff School
- US Army Aviation Officer Advanced Course

Navy

- Surface Warfare Officer Department Head Course
- Submarine Officer Advanced Course

Marine

- Amphibious Warfare Course

USAF Professional Military Education (PME) Equivalency/Comparability Recertification Policy for International PME Programs

AFI 36-2301 Attachment 5

The US Air Force provides for the evaluation of international professional military education (PME) programs to determine their equivalence/comparability with Air Force PME programs. Equivalency certification benefits USAF officers by ensuring they will receive the appropriate level of PME at the schools they attend. The Air University is the USAF agent for determining educational equivalence/comparability of international PME programs.

Because PME programs change over time, it is imperative that equivalent/comparable international PME programs be reviewed periodically to ensure their continued equivalence/comparability with USAF PME programs. This, in turn, ensures USAF officers continue to receive the best possible education from cooperating international programs.

Following initial determination of equivalence/comparability with a USAF PME program, international PME programs must be recertified to continue that status every five years thereafter. In December of each year, Air University provides USAF/DPDE a list of international PME schools requiring recertification the following calendar year. USAF/DPDE requests SAF/IA to acquire the necessary curriculum documents, in English, from the international schools and forward them to Air University for review. The minimum information needed by Air University for conducting a review is listed in Attachment 6 of AFI 36-2301, Professional Military Education.

International PME programs that are determined not to be equivalent/comparable, or that do not submit their curriculum for recertification, are recommended to be placed on probationary status of one year. The following year, the program will be reviewed again. If that review still shows the program to be not equivalent/comparable, then a recommendation for removal from the "Equivalent Schools" list may be made to USAF/DPDE. Such a recommendation must be approved by USAF/DP.

If a school is approved for removal from the Equivalent Schools list, Air Force personnel currently in the pipeline to attend the school will continue in that status, will be authorized to attend the school, and will receive the appropriate PME credit for successful completion of the program. However, no new personnel will be entered into the pipeline (to include language training school, etc) for that specific school.

A school that has been removed from the Equivalent Schools list may resubmit their curriculum for another equivalency review at any time, and may, upon determination of equivalency/comparability, be reinstated on the list. Once a school has been reinstated to the list, Air Force personnel may again be entered into the pipeline for school attendance.

Minimum Information Requirements for Conducting a PME Equivalency Review
AFI 36-2301 Attachment 6

The following categories of data comprise the minimum essential information for a conclusive determination of program equivalency/comparability with USAF Professional Military Education Programs

1. Instructional Program.

- a. Purpose
- b. Mission
- c. Duration (Calendar Weeks/Months)
- d. Class Military Rank and Years of Military Service
- e. Degree or Diploma Awarded
- f. Exercises, Field Trips, Research Required

2. Faculty.

- a. Number of Teaching Faculty (Military and Civilian)
- b. Typical Credentials of Military/Civilian Faculty (Rank, Service Affiliation, Prior Education, Service Experience)
- c. Do Faculty Teach all Courses? Do External Personnel Teach in the Program? Are Any Classes Student Led? Explain.

3. Curriculum.

- a. Total Academic Hours (Contact Hours, Research, Field Trips, Other)
- b. Description of Course (Courses Should Cover All Core Courses in the PME Program Being Compared to -- Content Should be the Same or Very Similar)
- c. Military Exercises (Should be Similar in Scope, Breadth, Realism, and Rigor as the Exercises Used in the PME School Being Compared to)
- d. Complete Course Syllabus Should Contain Course and Lesson Objectives, Lists of Assigned Readings, and Description of Oral and Written Assignments (If a complete course syllabus is not readily available in English, countries should provide a narrative description of the level of learning each major instructional area is designed to achieve)
- e. Description of Student Evaluations (Tests, Papers, Theses, Briefings, etc.)
- f. Description of Graduation Requirements.